

From the Editor

This special edition of *Military Review* provides an in-depth look at the Army's new capstone manual, US Army Field Manual (FM) 22-100, *Army Leadership*. The new FM provides a framework for all Army leaders and provides leadership doctrine for meeting mission requirements under any conditions; establishes a unified leadership theory for all Army leaders—military and civilian, Active and Reserve, officer and enlisted—and provides yet another comprehensive and adaptable leadership resource for the 21st-century Army.

Section One explores the relationship between leadership doctrine and the fundamental principles guiding leader actions in accomplishing assigned missions and caring for soldiers. The Army leadership framework integrates many existing leadership concepts by establishing leadership dimensions and showing how they relate to each other. It also trumpets the principles Army leaders use when they apply doctrine, tactics and techniques, ensuring America's Army is a trained and ready force prepared to fight and win the nation's wars—now and in the future.

Section Two examines leader development and how FM 22-100 serves as the bedrock for future leadership and leader development initiatives associated with the Army Leader Development Model's three pillars—institutional, operational and self-development. Solidly based on **BE, KNOW, DO**—character, competence, action—the Army leadership framework provides a comprehensive instrument for leader development, embedding the requisite skills, knowledge and behavior characteristics necessary to execute future operations.

Section Three focuses on operational leadership, providing points for Army leaders to consider when assessing and developing themselves, their people and their organizations. By “Being, Knowing, Doing,” the leader's actions and abilities, coupled with professional competence and technical skills and the capacity to function under stress, mark the margin of effort that spells the difference between battlefield victory and defeat. The bottom line is this: “leaders of character and competence *act* to *achieve* excellence by *developing* a force that can *fight* and *win* the nation's wars and *serve* the common defense of the United States.”

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